

# HIM, GOOD and the HIMS

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CTO, Role Modellers Limited  
6 January, 2011

# Agenda

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- How to improve collaborative work?
- How to manage enterprise-scale change?
- How to take enterprise technology beyond *communication* into *collaboration*?

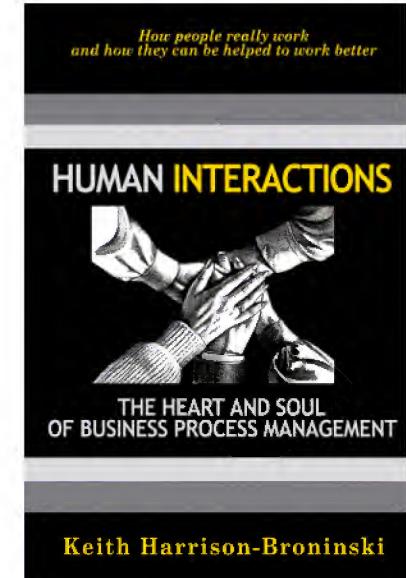
# Agenda

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  - How to manage enterprise-scale change?
  - How to take enterprise technology beyond *communication* into *collaboration*?

# Transforming work

- “Human Interactions” (2005)
  - “the overarching framework for 21st century business technology”  
Editor, CIO Magazine
- The standard, peer-reviewed theory of **collaborative human work**
  - <http://bit.ly/him-theory>
- Principles and patterns for effective, efficient, adaptive knowledge work
  - Can be used without supporting technology
  - Spreadsheet-based consulting method enough to **introduce transparency** and **double productivity**



# HIM Testimonials

- After spending significant time analyzing release management activities using mainstream process notations, the Business Support Group (EMEA) of Sun Microsystems switched to HIM notation, and **within 2 weeks** had captured, agreed and improved the entire process.
- Praxis High Integrity Systems **halved the effort** required to fix faults via creation of a HIM-based lab.
- PCG Campbell used HIM to make a **paradigm shift** to better understanding of individual roles and decentralized, goal-driven management practices.

# The 5 Principles of HIM

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1. Build effective teams
2. Communicate in a structured way
3. Create, share and maintain knowledge
4. Align your time with strategic goals
5. Negotiate next steps as you work

# Under the hood - the HIM Model

<b>How to Work</b>		<b>How to Learn (Research)</b>	<b>Work and Workers</b>	<b>Conversations</b>	<b>Levels of Control</b>
<b>R</b> - Research <b>E</b> - Evaluate <b>A</b> - Analyze <b>C</b> - Constrain <b>T</b> - Task		<b>A</b> - Access <b>I</b> - Identify <b>M</b> - Memorize	<b>Human Driven Work</b> or Mechanistic Work  <b>Interaction Worker</b> or Independent Worker	<b>For Possibility</b> Do we want to work together?  <b>For Disclosure</b> On what basis?  <b>For Action</b> Request/Promise Offer/Accept Report/Acknowledge	<b>Strategic</b> External to work process Overall sponsor Defines key deliverables/metrics  <b>Executive</b> External to work process Accountable/informed /consulted Refines deliverables Defines key Roles/Interactions /Activities  <b>Management</b> Internal to work process Responsible Refines initial process Facilitates/monitors process and its evolution
<b>Users</b>  Identity Physical Location Virtual Location Relationships User Type Capabilities (knowledge and experience) Organizational Authority Characteristics	<b>User Characteristics</b>  <b>Action</b> <i>Shaper</i> <i>Implementer</i> <i>Finisher</i>  <b>People</b> <i>Coordinator</i> <i>Teamworker</i> <i>Investigator</i>  <b>Cerebral</b> <i>Plant</i> <i>Evaluator</i> <i>Specialist</i>  <b>Leader</b> <i>Manager</i> <i>Executive</i> <i>Strategist</i>	<b>Activities</b>  Units of work  Include one or more Tasks  Atomic Transactional: <i>Failure of any Task =&gt; undo of all Tasks</i>	<b>Roles</b>  Goals Responsibilities Interests and Agreements Information (private) References to other Roles Capabilities (powers and permissions) Process Authority  <b>Interactions</b>  Asynchronous Exchange of Information Exchange of Intent (Speech Acts)	<b>Speech Acts</b>  <b>Intended Manner</b> (aka Illocutionary Force) <i>Assertive</i> <i>Directive</i> <i>Commissive (Promise, Intention)</i> <i>Expressive</i> <i>Declarative</i>  <b>Intended Effect</b> (aka Performatives)	<b>Resources</b>  Offline / online Information within Role Atomic – digital Shared by Role

Users of  
HIM don't  
see the  
model ...

# HIM users see Plans

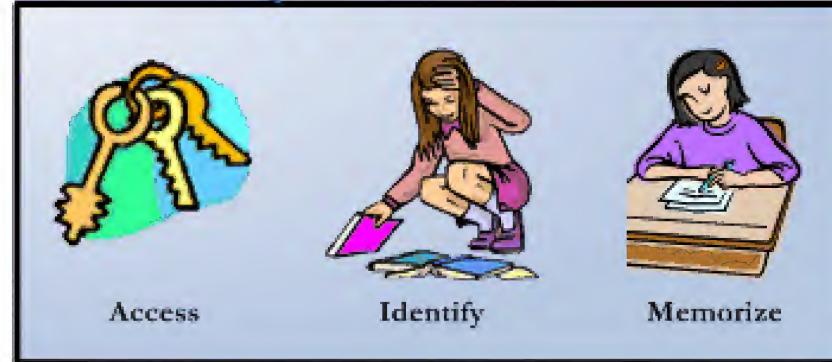
- **Plans** contain **Stages** with different purposes
  - In each Stage, people play **Roles** to provide **Deliverables**
  - Stage members have access to its Deliverables
  - **Messages** sent in a Stage go to all Stage members
- **Plan owner** oversees work
  - Creating Plans from **Templates**
  - Starting, ending, adding, removing and changing Stages
  - Others have more limited options for Plan change

# HIM users see patterns for work

- **REACT**



- **AIM**



# HIM users see patterns for management

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- **Strategic** Control
  - Setting goals and objectives
- **Executive** Control
  - Assigning resources
- **Management** Control
  - Delivering results

# Example Plan template as spreadsheet

Stage	Role	Activity	Deliverables	Deliverable Type
Dispute	Case Administrator	Explain Basis	Explanation Explanation Summary	Uploaded File Multi-line Text
		Attribute To Third Party	Agree Third Party Responsible? Pursue Third Party?	Checkbox Checkbox
		Case Supervisor		
		Infringer	Counter Claim	Dispute Reason Dispute Reason Summary
			Attribute To Third Party	Third Party Name Third Party Organization Third Party Contact Details
			Assign Lawyer	Infringer Lawyer Name Infringer Lawyer Organization Infringer Lawyer Contact Details
Legal Correspondence	Case Administrator			
		Case Supervisor		
	Infringer	Respond	Infringer Response Infringer Response Summary	Uploaded File Multi-line Text
			Propose Mediation	Infringer Mediator Name Infringer Mediator Organization Infringer Mediator Contact Details
	Infringer Lawyer	Respond	Infringer Lawyer Response Infringer Lawyer Response Summary	Uploaded File Multi-line Text
			Propose Mediation	Infringer Lawyer Mediator Name Infringer Lawyer Mediator Organization Infringer Lawyer Mediator Contact Details
		Supervising Lawyer		
	Paralegal	Submit Demand	Demand Letter Formal Undertakings	Uploaded File Uploaded File
			Demand Date	Date

# Benefits of HIM

- Turn chaos into order
  - Replace byzantine, unusable flowcharts (GANTT charts, documents, ...)
  - With clear, simple descriptions
  - That everyone can understand
- Provide a basis for managing work
  - Assign responsibilities
  - Control statuses of Stages and deliverables
  - Distinguish Plans and sub-Plans
- Improve **efficiency** and **effectiveness**
  - **Double productivity**
  - Align work with **organizational goals**

# Agenda

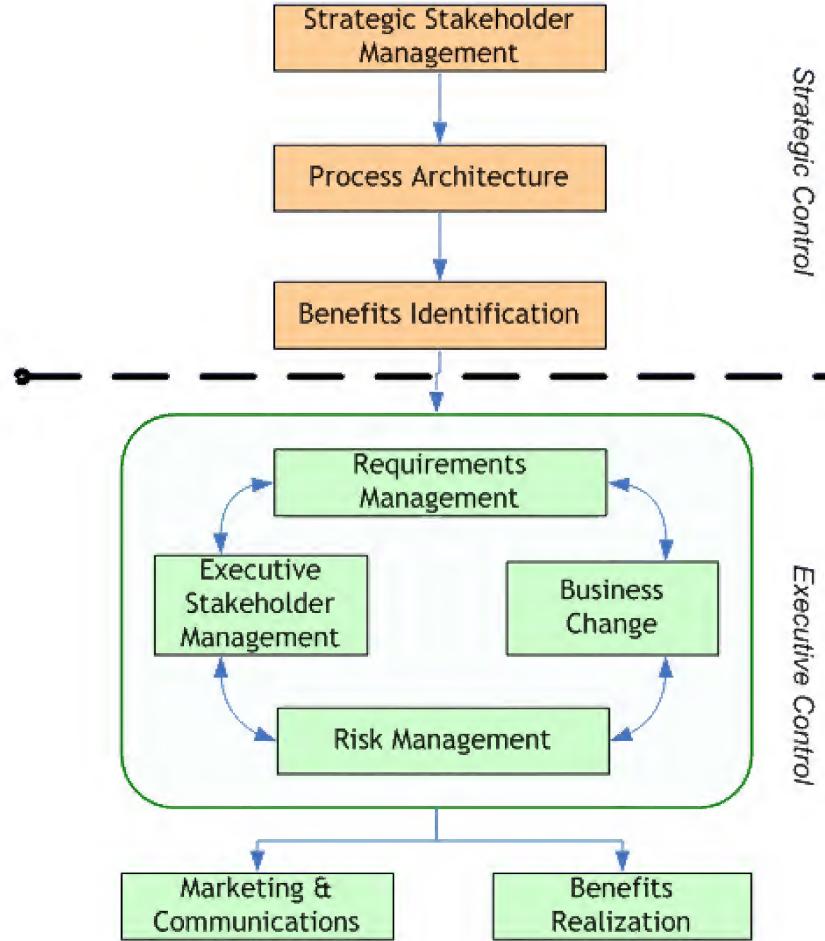
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- How to improve collaborative work?
- How to manage enterprise-scale change?
- How to take enterprise technology beyond *communication* into *collaboration*?

# Transforming organizations

- A generic business change methodology
- That integrates high- and low-level activities
- By focusing on **Change Aims**
  - **To ensure that work meets stakeholder needs**  
Identify stakeholders, (internal and external, organizational and individual) and communicate with them effectively
  - **To deliver results into a business-as-usual environment**  
With all necessary resources in place and without disruption to working patterns
  - **To maximize benefits from outcomes**  
Work out in advance what the benefits will be then ensure that the consequent work realizes these benefits
  - **To minimize the costs associated with delivery**  
Managing dependencies and risks

# Goal-Oriented Organization Design



Strategic Control

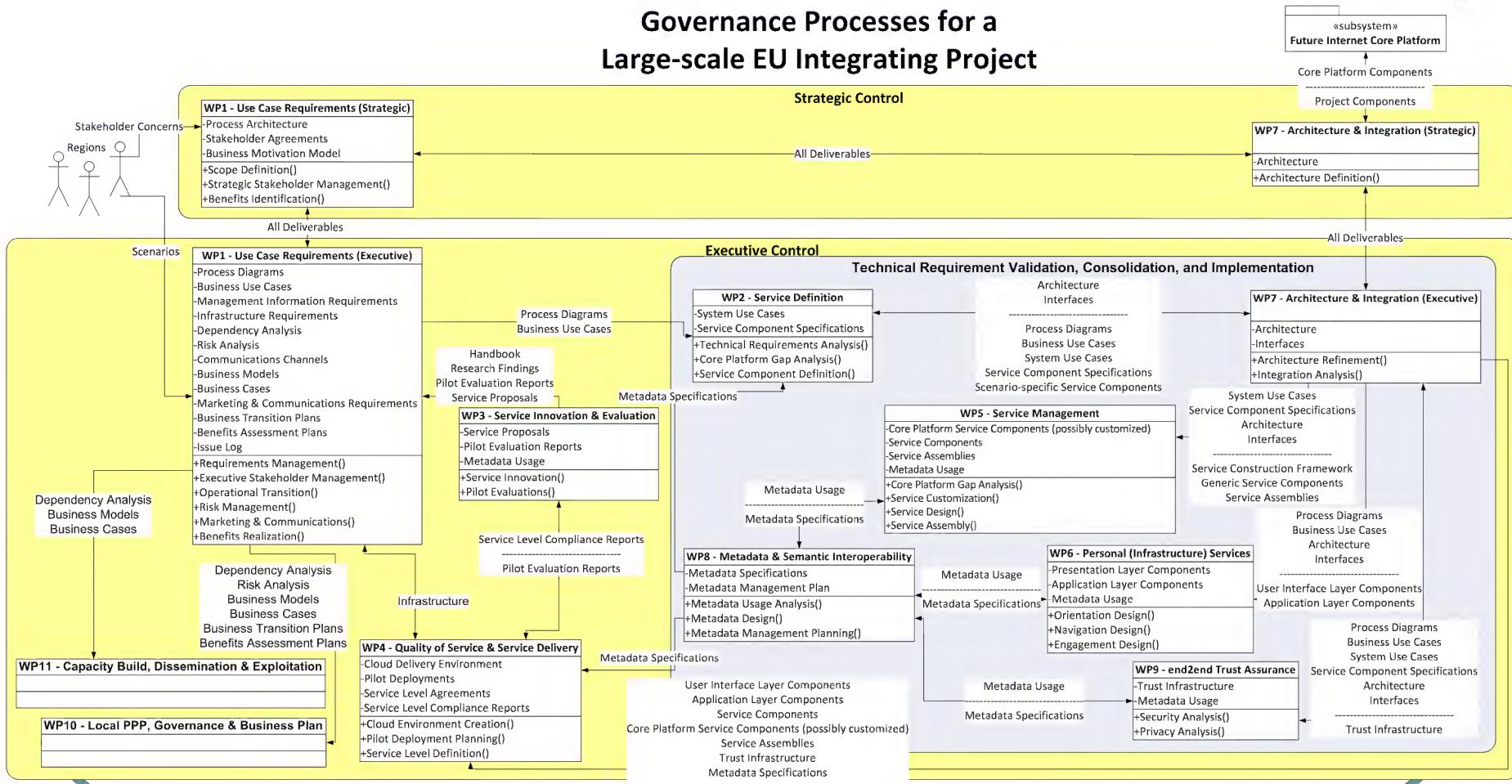
Executive Control

Methodology originally developed for a £300m UK public sector programme, but applies to work of any scale and type

<http://bit.ly/good-methodology>

# Example of GOOD Governance

## Governance Processes for a Large-scale EU Integrating Project



# Benefits of GOOD

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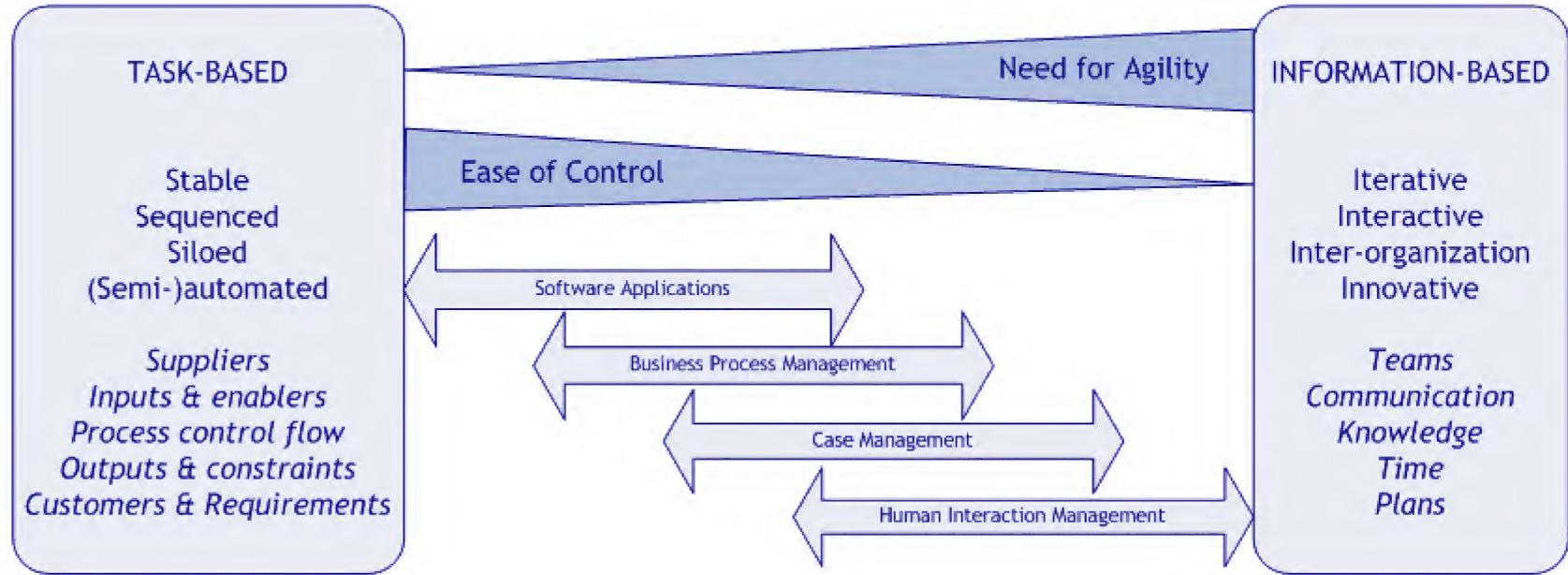
- Align change with **stakeholder concerns**
- **Integrate** change management activities
- Measure and **ensure success**

# Agenda

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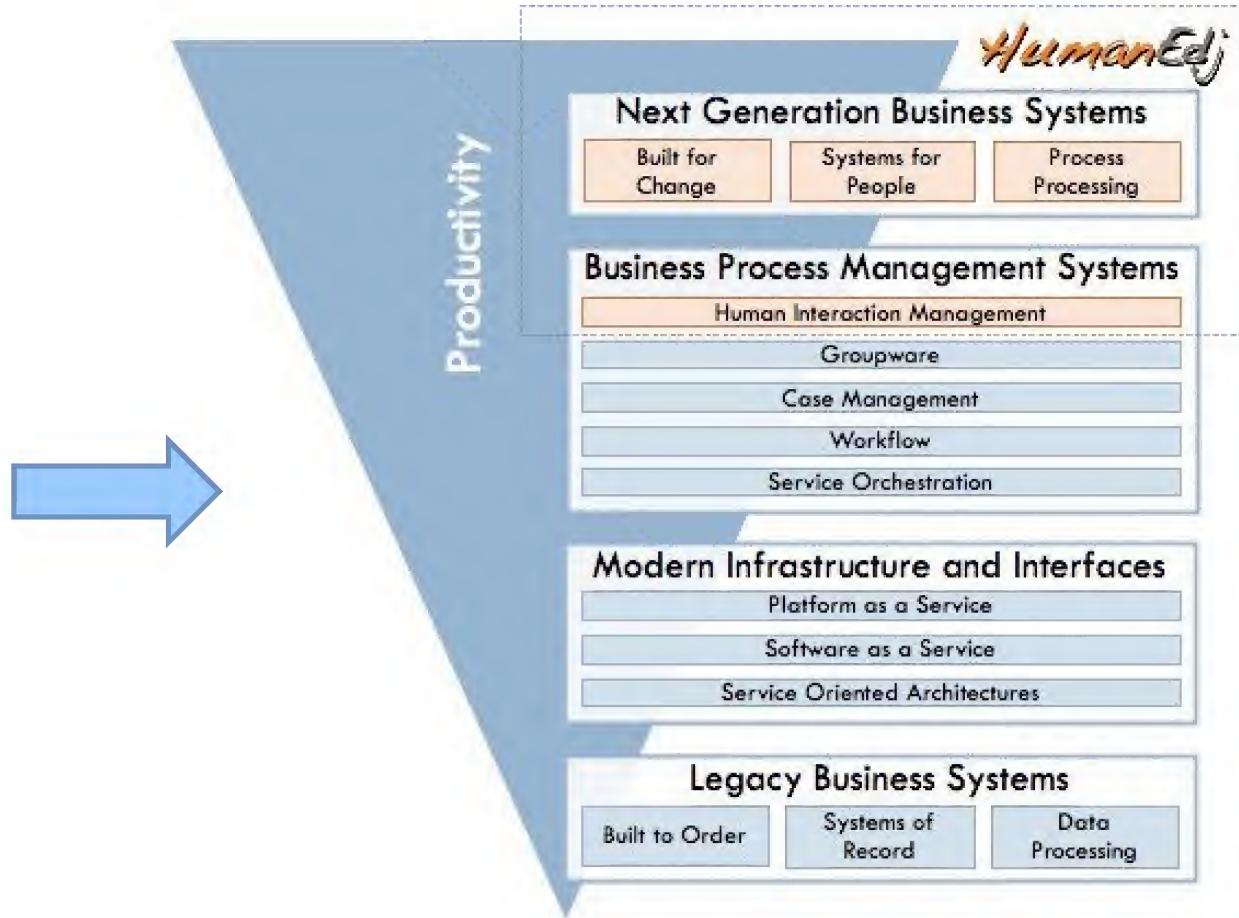
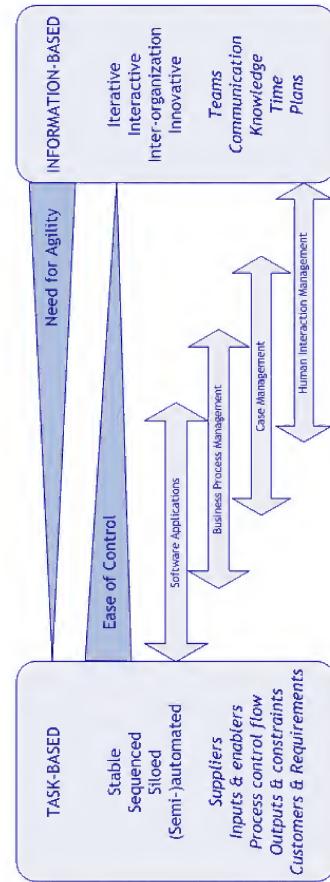
- How to improve collaborative work?
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# The Business Process Spectrum



But what to put where in your IT stack?

# Next Generation IT Stack



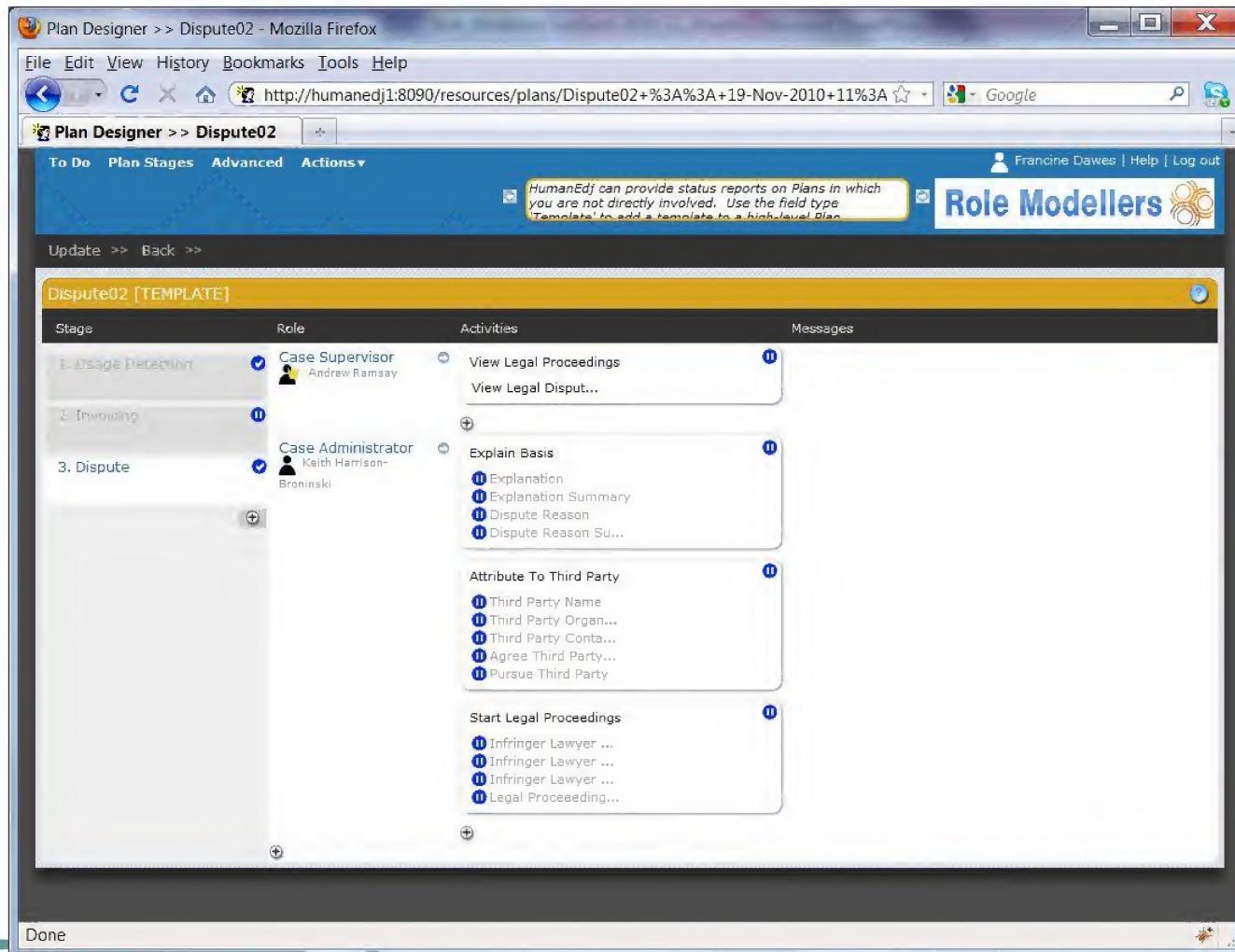
# HumanEdj

- Reference implementation of a **Human Interaction Management System (HIMS)**
- **Web software** to define **templates for collaborative, cross-boundary human work**  
then create **adaptive, manageable Plans to do the work itself**
  - Pure Java application
  - API of scalable, stateless REST Web services
  - Customizable AJAX Web UI (JQuery, Freemarker)
  - Windows desktop UI for expert users
  - Cross-platform mobile interface planned
- For **non-technical users**
  - **Average** workshop feedback score from NHS staff over all questions: **9/10**

# HumanEdj Testimonials

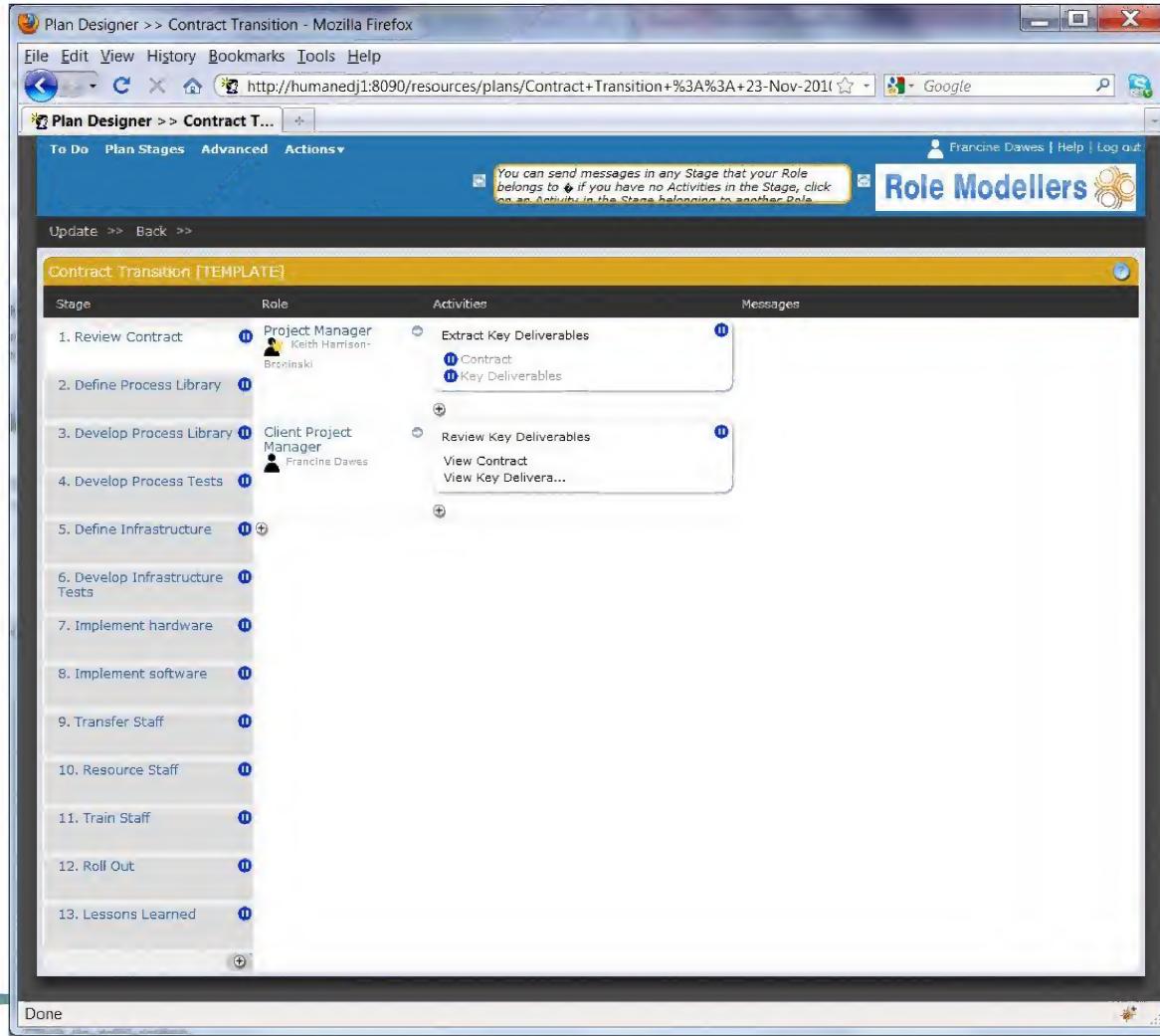
- *“The first fundamental advance in personal productivity since the arrival of the spreadsheet”*  
Information Age
- *“The next logical step in process-based technology”*  
Chair, Workflow Management Coalition
- *“A HIMS is the top layer of a new IT stack, in which the Intranet provides access to the enterprise backbone (including ACM and BPM systems) via HIMS Plans. HumanEdj has a very powerful and flexible representation of goals, tasks, and tracking of such. It is very much the prototype of what I would like to see in all systems.”*  
Chair, Workflow Management Coalition Technical Committee
- *“The NHS Institute for Innovation and Improvement deployed HumanEdj with a site license in order to understand and improve collaborative, adaptive, cross-boundary work. Use of HumanEdj has enabled non-technical business users to transform processes previously modelled as complex, static flowcharts into simple, dynamic Plans.”*  
Chief Information and Knowledge Officer, NHS Institute for Innovation and Improvement

# Example Plan template in HumanEdj



The screenshot shows the HumanEdj Plan Designer interface for a dispute plan template. The window title is "Plan Designer >> Dispute02 - Mozilla Firefox". The URL in the address bar is <http://humanedj1:8090/resources/plans/Dispute02%3A%3A+19-Nov-2010+11%3A>. The interface includes a menu bar (File, Edit, View, History, Bookmarks, Tools, Help) and a toolbar with buttons for Back, Forward, Stop, Refresh, and Home. A search bar shows "Google". The main content area is titled "Plan Designer >> Dispute02". It features a navigation bar with tabs: To Do, Plan Stages, Advanced, and Actions. A status message box says: "HumanEdj can provide status reports on Plans in which you are not directly involved. Use the field type 'Template' to add a template to a high-level Plan." The user Francine Dawes is logged in. The "Role Modellers" logo is visible. The main table displays the "Dispute02 [TEMPLATE]" plan with three stages: 1. Usage Detection, 2. Invoicing, and 3. Dispute. The "Activities" column lists tasks for each stage, and the "Messages" column lists associated messages. The "Role" column shows assigned roles: Case Supervisor (Andrew Ramsey) for stage 1, and Case Administrator (Keith Harrison-Broninski) for stages 2 and 3. The "Activities" column for stage 1 includes "View Legal Proceedings" and "View Legal Disput...". For stage 2, it includes "Explain Basis" with sub-tasks like "Explanation" and "Explanation Summary". For stage 3, it includes "Attribute To Third Party" with sub-tasks like "Third Party Name" and "Third Party Organ...", and "Start Legal Proceedings" with sub-tasks like "Infringer Lawyer ..." and "Legal Proceeding...". The bottom of the window has a "Done" button.

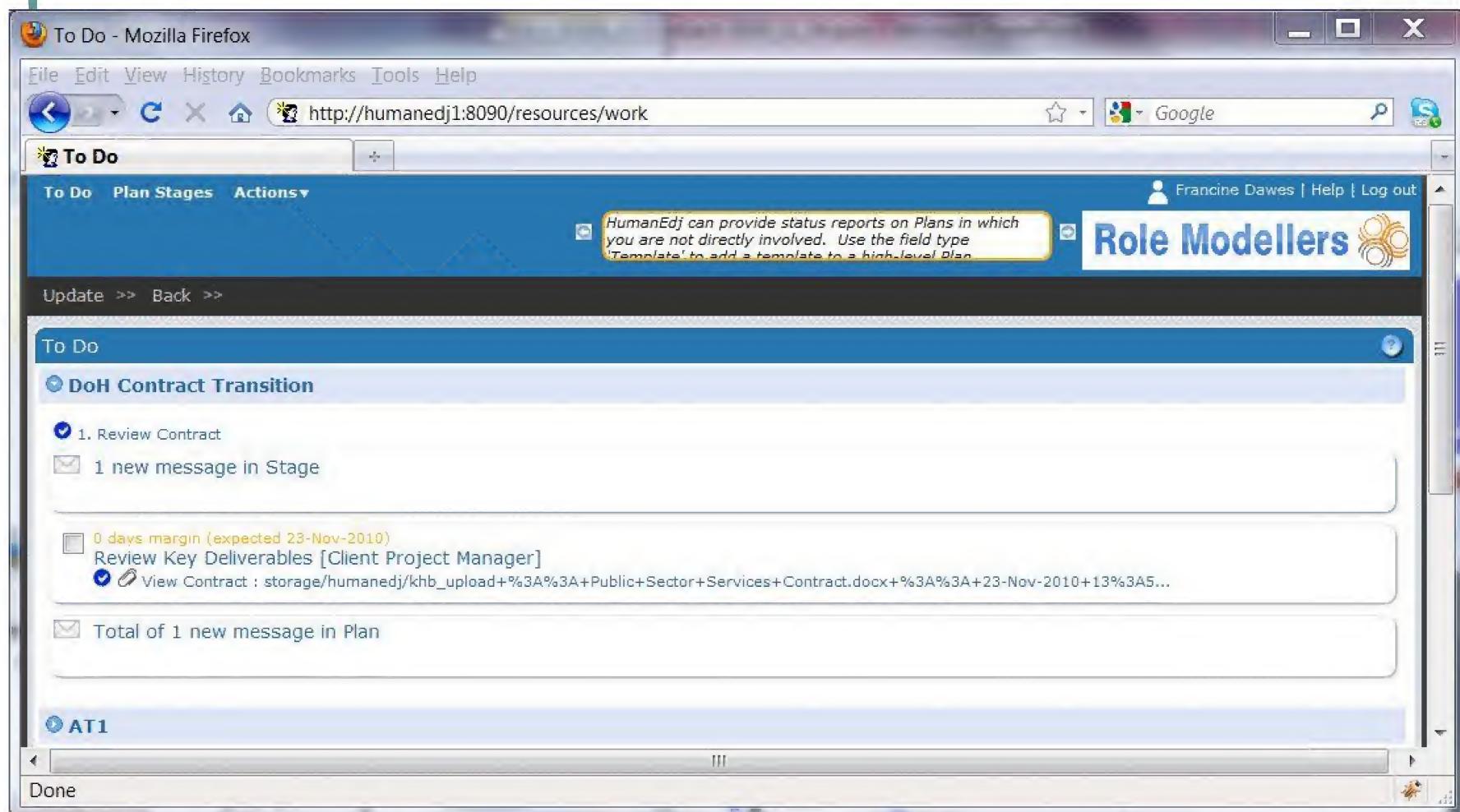
# Another example Plan template



The screenshot shows a web-based application titled 'Plan Designer >> Contract Transition - Mozilla Firefox'. The interface is a 'Contract Transition [TEMPLATE]' plan. The main table has four columns: Stage, Role, Activities, and Messages. The 'Stage' column lists numbered steps from 1 to 13. The 'Role' column shows assigned roles, often with a small profile icon. The 'Activities' column contains a list of tasks, and the 'Messages' column is currently empty. A tooltip in the top right corner says: 'You can send messages in any Stage that your Role belongs to. If you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role.' The 'Role Modellers' logo is in the top right of the application window.

Stage	Role	Activities	Messages
1. Review Contract	Project Manager Keith Harrison-Brown	Extract Key Deliverables View Contract View Key Deliverables	
2. Define Process Library			
3. Develop Process Library	Client Project Manager Francine Dawes	Review Key Deliverables View Contract View Key Deliverables	
4. Develop Process Tests			
5. Define Infrastructure			
6. Develop Infrastructure Tests			
7. Implement hardware			
8. Implement software			
9. Transfer Staff			
10. Resource Staff			
11. Train Staff			
12. Roll Out			
13. Lessons Learned			

# Using a HumanEdj Plan - 1 of 3



The screenshot shows a Mozilla Firefox browser window with the title "To Do - Mozilla Firefox". The address bar displays the URL <http://humanedj1:8090/resources/work>. The main content area is a web-based application titled "To Do".

The application interface includes a header with "To Do", "Plan Stages", "Actions", and a user profile for "Francine Dawes". A "Role Modellers" logo is visible in the top right corner. A tooltip message in the center of the screen reads: "HumanEdj can provide status reports on Plans in which you are not directly involved. Use the field type 'Template' to add a template to a high-level Plan." The main content area is titled "To Do" and shows a list of tasks under the heading "DoH Contract Transition".

- 1. Review Contract (checked)
- 1 new message in Stage

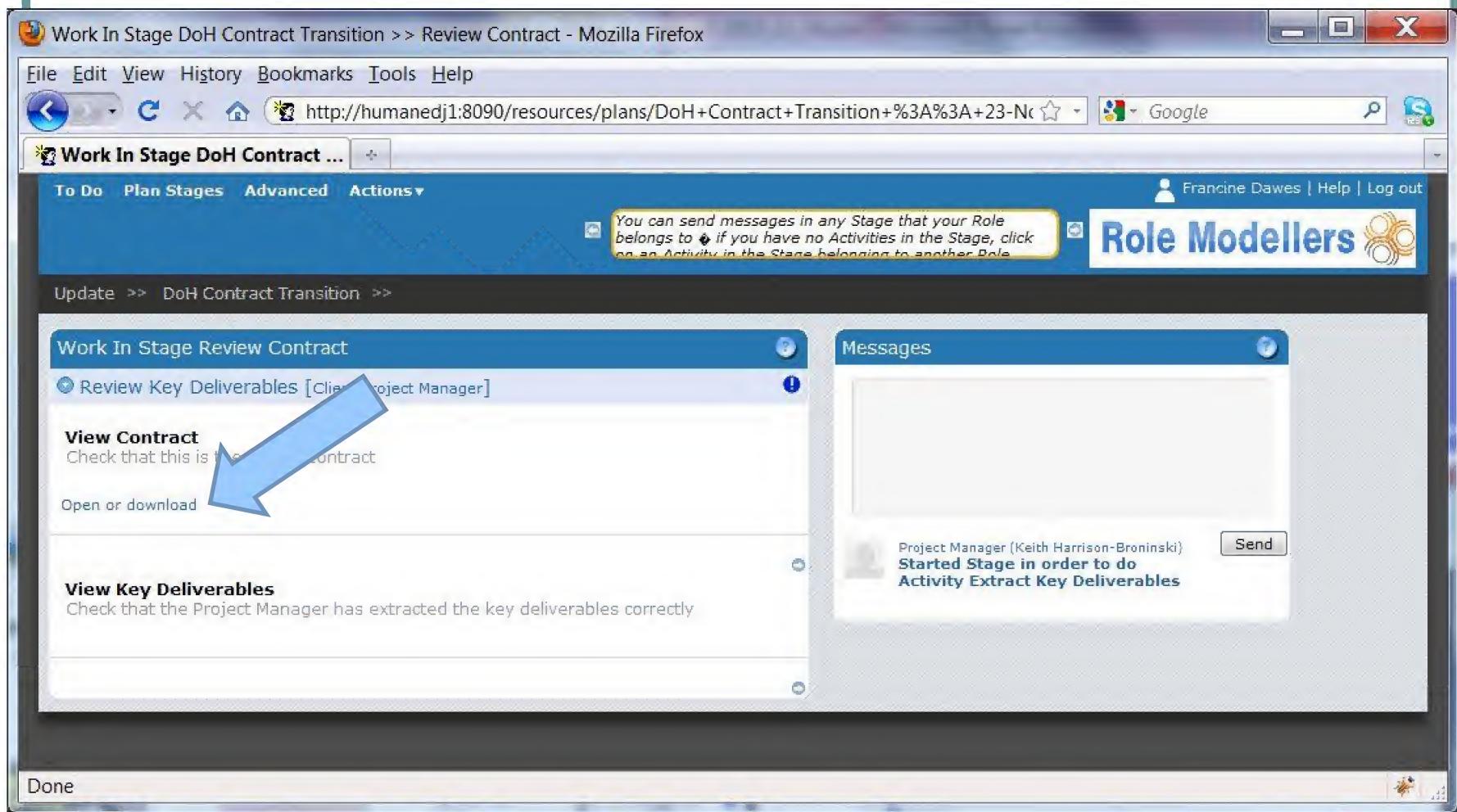
Below this, there is a list item with a checkbox and a link:

- 0 days margin (expected 23-Nov-2010)  
Review Key Deliverables [Client Project Manager]  
[View Contract : storage/humanedj/khb\\_upload+3A%3A+Public+Sector+Services+Contract.docx+3A%3A+23-Nov-2010+13%3A5...](#)

At the bottom of the list, there is a message: "Total of 1 new message in Plan".

The application has a tab for "AT1" and a "Done" button at the bottom. The browser toolbar includes standard buttons for back, forward, and search, along with a "Google" search bar.

# Using a HumanEdj Plan - 2 of 3



Work In Stage DoH Contract Transition >> Review Contract - Mozilla Firefox

File Edit View History Bookmarks Tools Help

Work In Stage DoH Contract ...

To Do Plan Stages Advanced Actions

Francine Dawes | Help | Log out

You can send messages in any Stage that your Role belongs to if you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role

Role Modellers

Update >> DoH Contract Transition >>

Work In Stage Review Contract

Review Key Deliverables [client - Project Manager]

**View Contract**  
Check that this is the correct contract

Open or download

**View Key Deliverables**  
Check that the Project Manager has extracted the key deliverables correctly

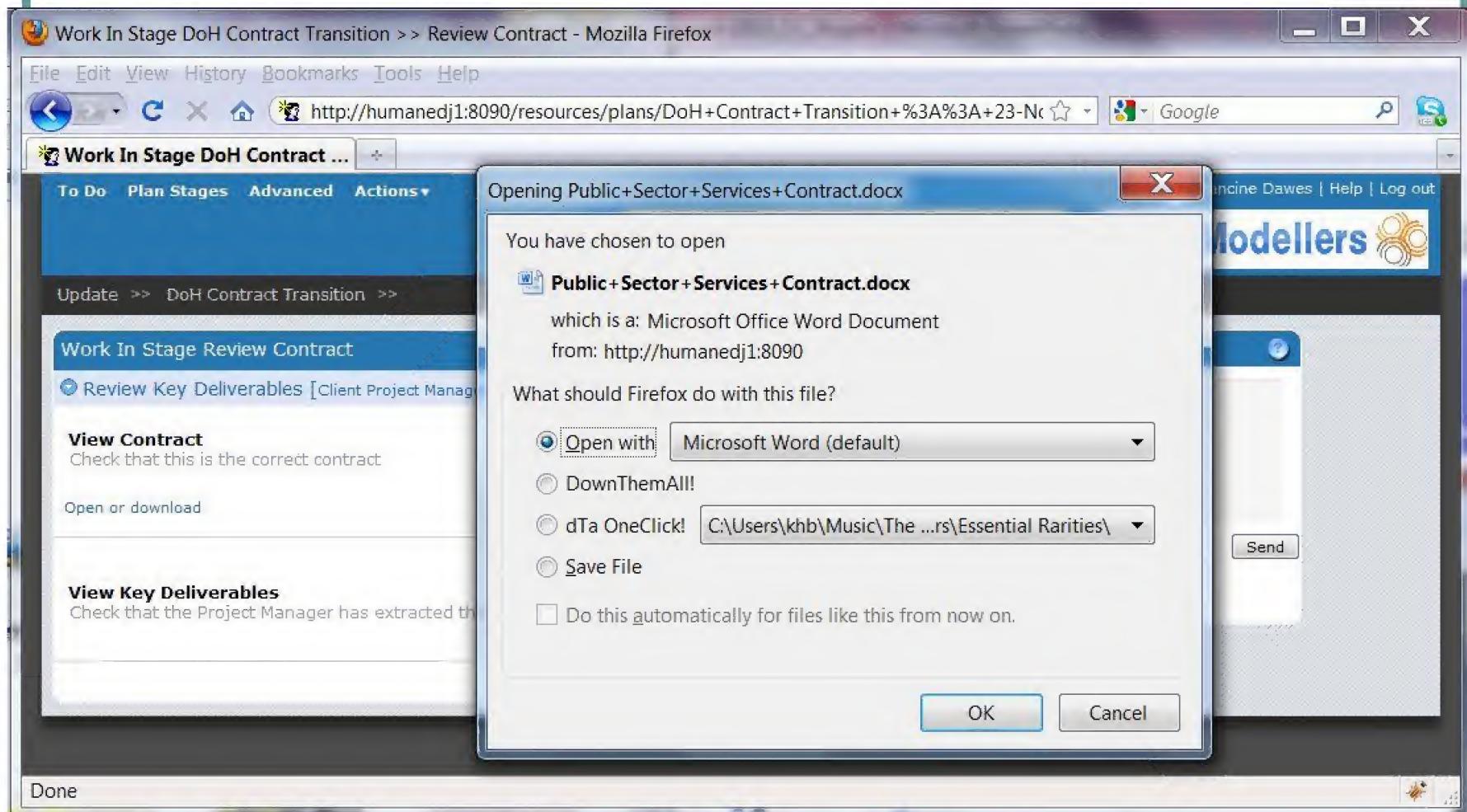
Messages

Project Manager (Keith Harrison-Broninski)  
Started Stage in order to do  
Activity Extract Key Deliverables

Send

Done

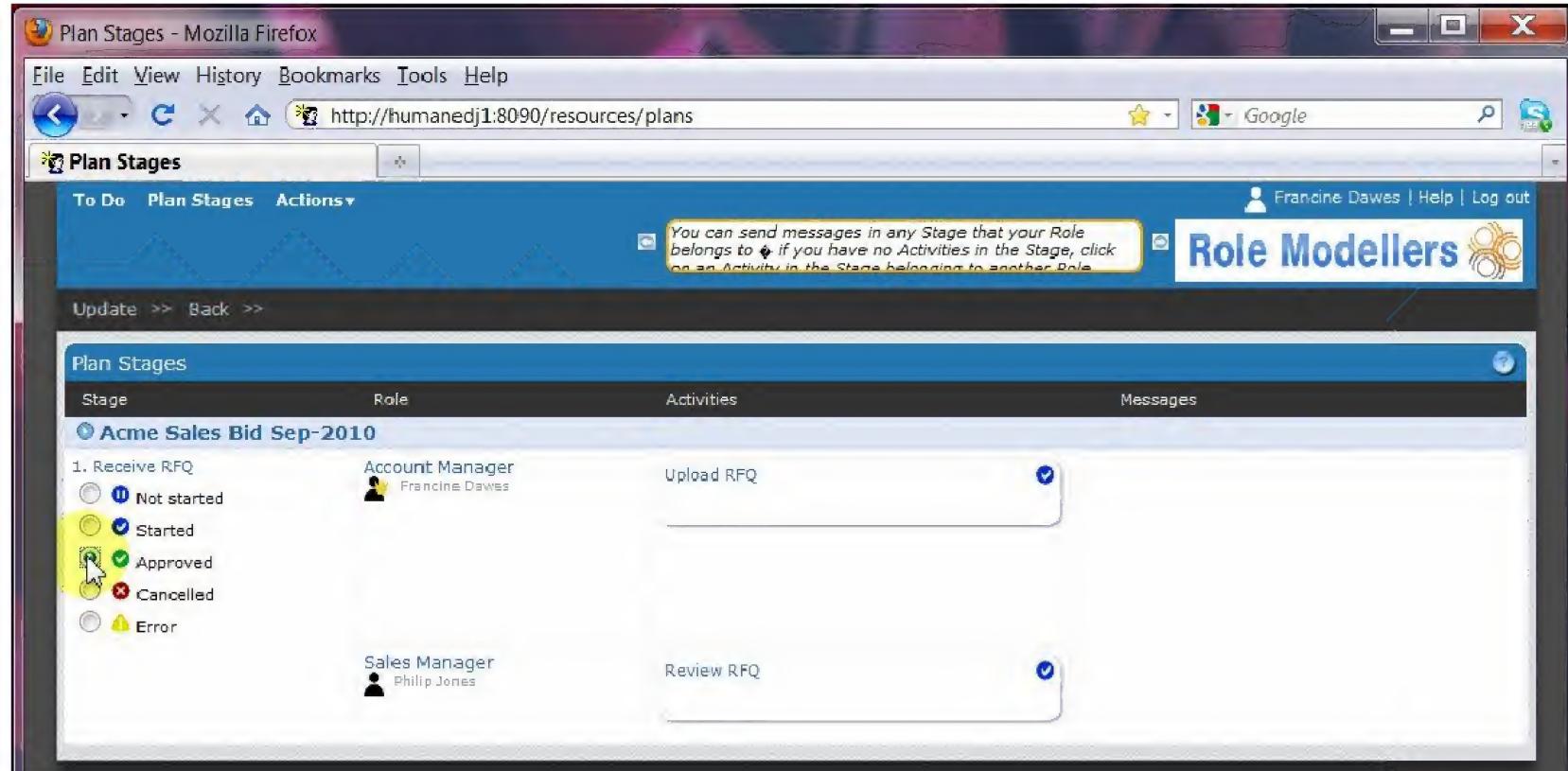
# Using a HumanEdj Plan - 3 of 3



# Structured communication in HumanEdj

The screenshot shows a Mozilla Firefox browser window with the title "Work In Stage ACME Sales Bid Oct-2010 >> Receive RFQ - Mozilla Firefox". The URL in the address bar is <http://humanedj1:8090/resources/plans/ACME+Sales+Bid+Oct-2010+%3A%3A+23-Stage>. The page content includes a "To Do" list with "Plan Stages", "Advanced", and "Actions" buttons. A message box states: "As Plan owner, you can change the Plan at any time and update everyone else with the new version (Actions->Send out latest version). Other people can add...". The "Role Modellers" logo is visible in the top right. The main area shows "Work In Stage Receive RFQ" with a "Upload RFQ" section and a "View Proceed with Bid" section. The "View Proceed with Bid" section has a checkbox for "Proceed with Bid boolean" and buttons for "Submit for approval" and "Go". The "Messages" panel on the right shows a message from "Sales Manager (Philip Jones)" to "Account Manager (Francine Dawes)". The message content is: "They're a bit vague about the size of the items required - could you ask them to clarify?". There is a "Send" button next to the message. The message was "Started Stage in order to do Activity Upload RFQ". There is also an "Archive" link in the messages panel.

# Managing work in HumanEdj



The screenshot shows a Mozilla Firefox browser window displaying the HumanEdj application at <http://humanedj1:8090/resources/plans>. The user is logged in as Francine Dawes. The interface is titled "Plan Stages" and shows a "Plan Stages" table with columns: Stage, Role, Activities, and Messages. The first row, "Acme Sales Bid Sep-2010", has two activities: "Upload RFQ" and "Review RFQ", both of which have a checked checkbox. A tooltip message is displayed: "You can send messages in any Stage that your Role belongs to if you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role." The "Role Modellers" logo is visible in the top right corner.

Stage	Role	Activities	Messages
Acme Sales Bid Sep-2010	Account Manager Francine Dawes	Upload RFQ	
	Sales Manager Philip Jones	Review RFQ	

# Revising a Plan on the fly in HumanEdj

The screenshot shows a web browser window for 'Plan Overview >> Acme Sales Bid Sep-2010 - Mozilla Firefox'. The URL is <http://humanedj1:8090/resources/plans/Acme+Sales+Bid+Sep-2010+%3A%3A+22-Sep-2010>. The interface includes a top navigation bar with 'File', 'Edit', 'View', 'History', 'Bookmarks', 'Tools', and 'Help'. A toolbar below has 'Download', 'Send out latest version', 'Mark complete', 'Make template from Plan', and 'New template'. The main area shows a table for 'Acme Sales Bid Sep-2010' with columns for 'Stage', 'Role', 'Activities', and 'Messages'. The first stage, '1. Receive RFQ', is assigned to 'Account Manager' Francine Dawes. The second stage, '2. Specification', is assigned to 'Sales Manager' Philip Jones and 'Technical Consultant' Sarah Small. A tooltip for the 'Specification' stage indicates a 0-day margin (expected 23-Sep-2010) and provides links to 'View Specification' and 'View RFQ'. The 'Actions' dropdown menu is open, showing options like 'Download', 'Send out latest version', 'Mark complete', 'Make template from Plan', and 'New template'. A yellow tooltip for 'Send out latest version' states: 'You can send messages in any Stage that your Role belongs to. If you have no Activities in the Stage, click on an Activity in the Stage belonging to another Role.' The 'Role Modellers' logo is visible in the top right corner.

# Fine-grained forecasting in HumanEdj

Plan Overview >> Acme Sale...

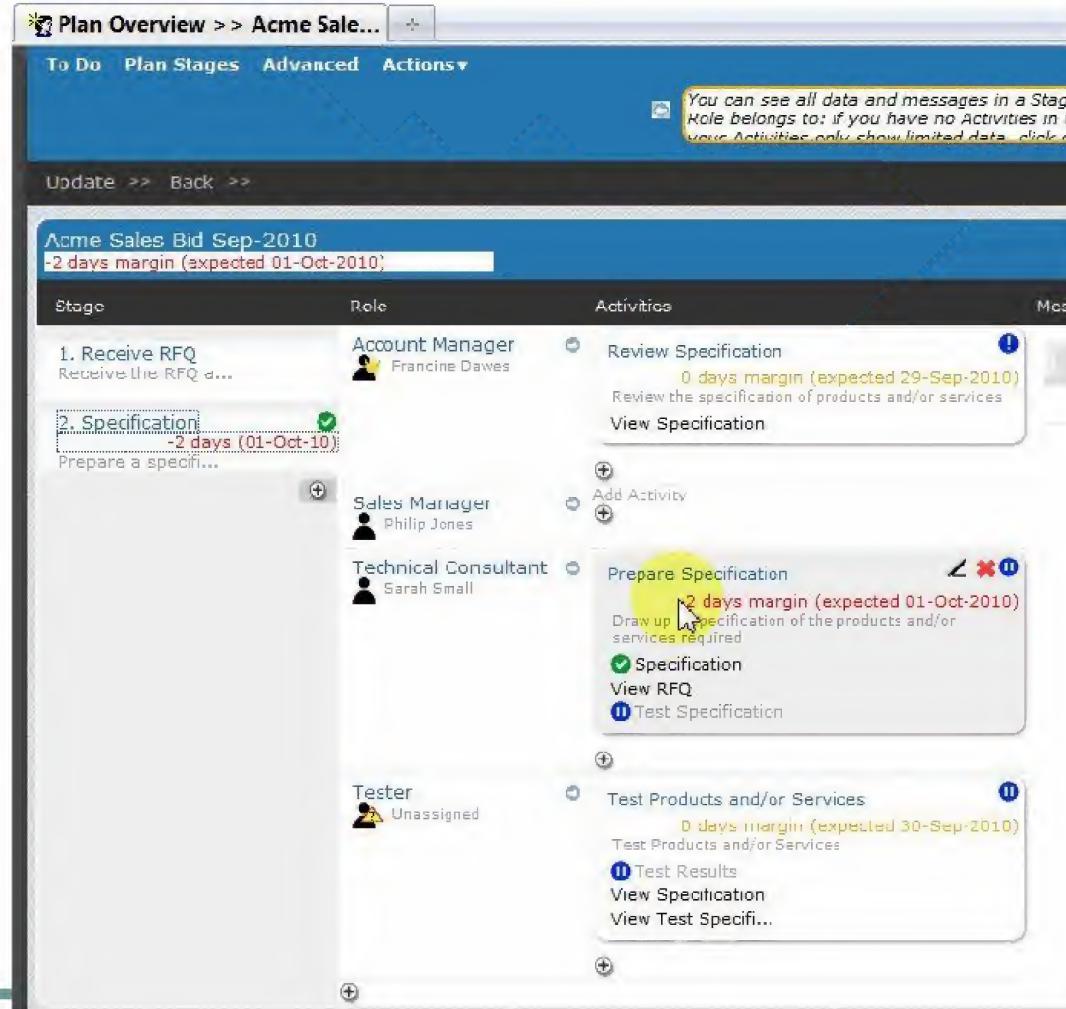
To Do Plan Stages Advanced Actions

Update >> Back >>

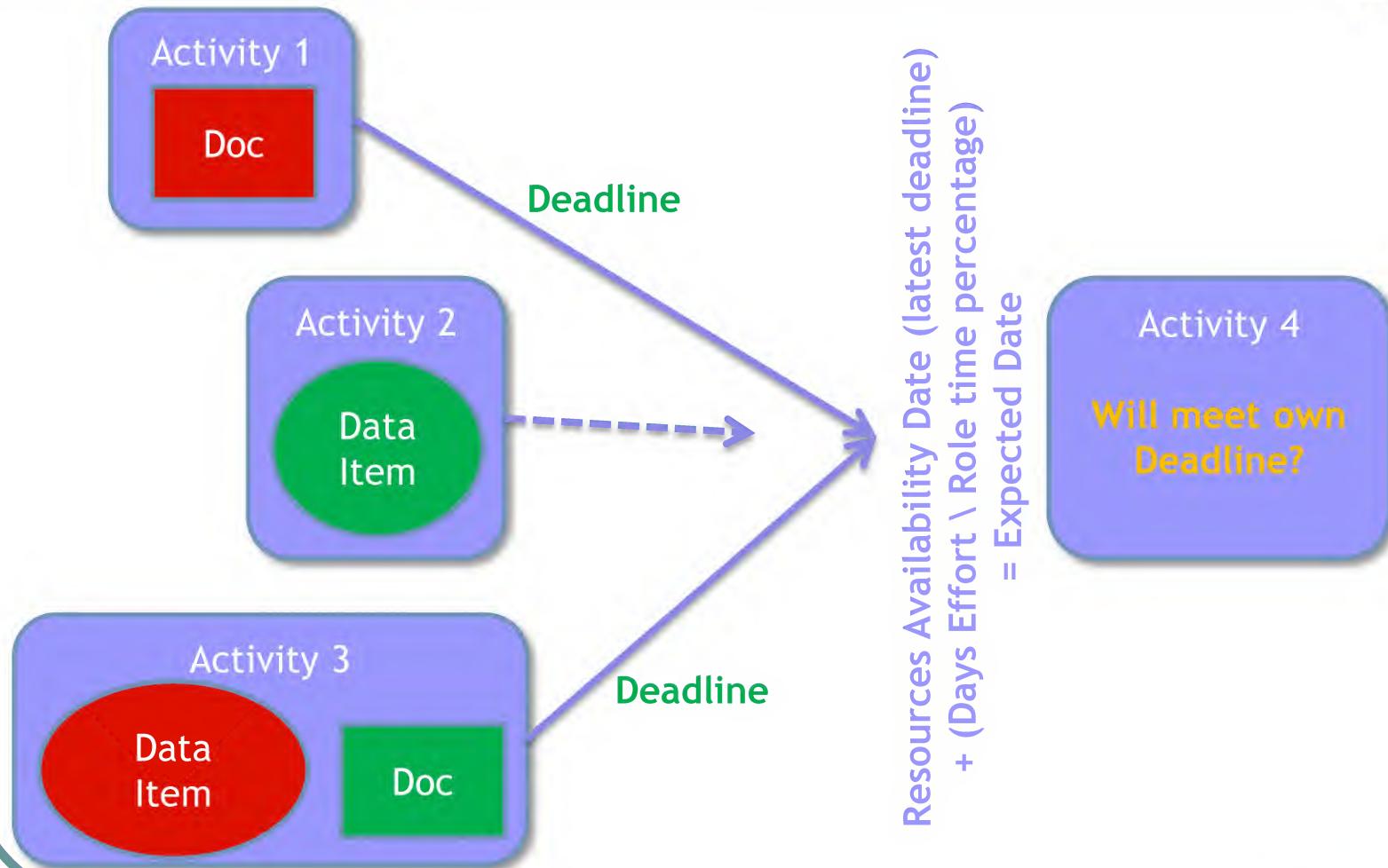
Acme Sales Bid Sep-2010  
-2 days margin (expected 01-Oct-2010)

Stage	Role	Activities	Messages
1. Receive RFQ	Account Manager Francine Dawes	Review Specification 0 days margin (expected 29-Sep-2010) Review the specification of products and/or services View Specification	!
2. Specification	Sales Manager Philip Jones	Prepare Specification -2 days margin (expected 01-Oct-2010) Draw up a specification of the products and/or services required Specification View RFQ Test Specification	+
	Technical Consultant Sarah Small	Prepare Specification -2 days margin (expected 01-Oct-2010) Draw up a specification of the products and/or services required Specification View RFQ Test Specification	+
	Tester Unassigned	Test Products and/or Services 0 days margin (expected 30-Sep-2010) Test Products and/or Services Test Results View Specification View Test Specifi...	!!

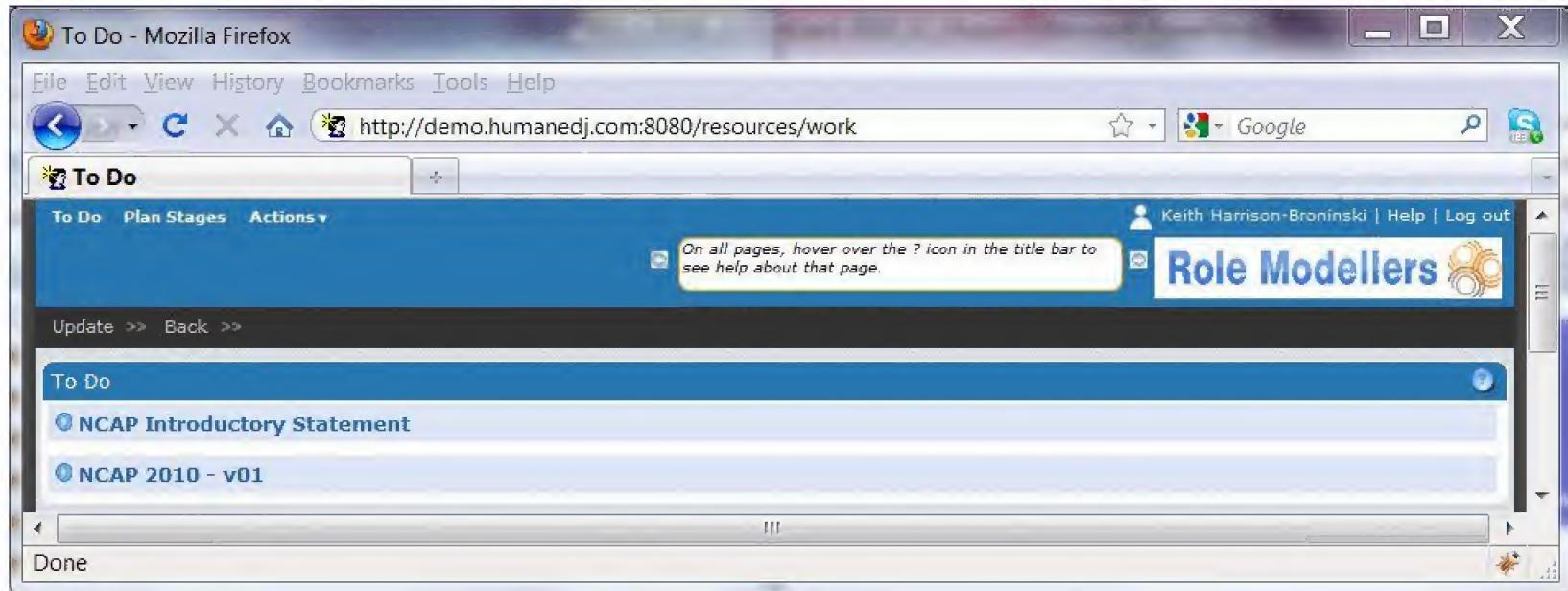
You can see all data and messages in a Stage. Role belongs to: if you have no Activities in this Stage, your Activities only show limited data. Click on the Stage to see all the data.



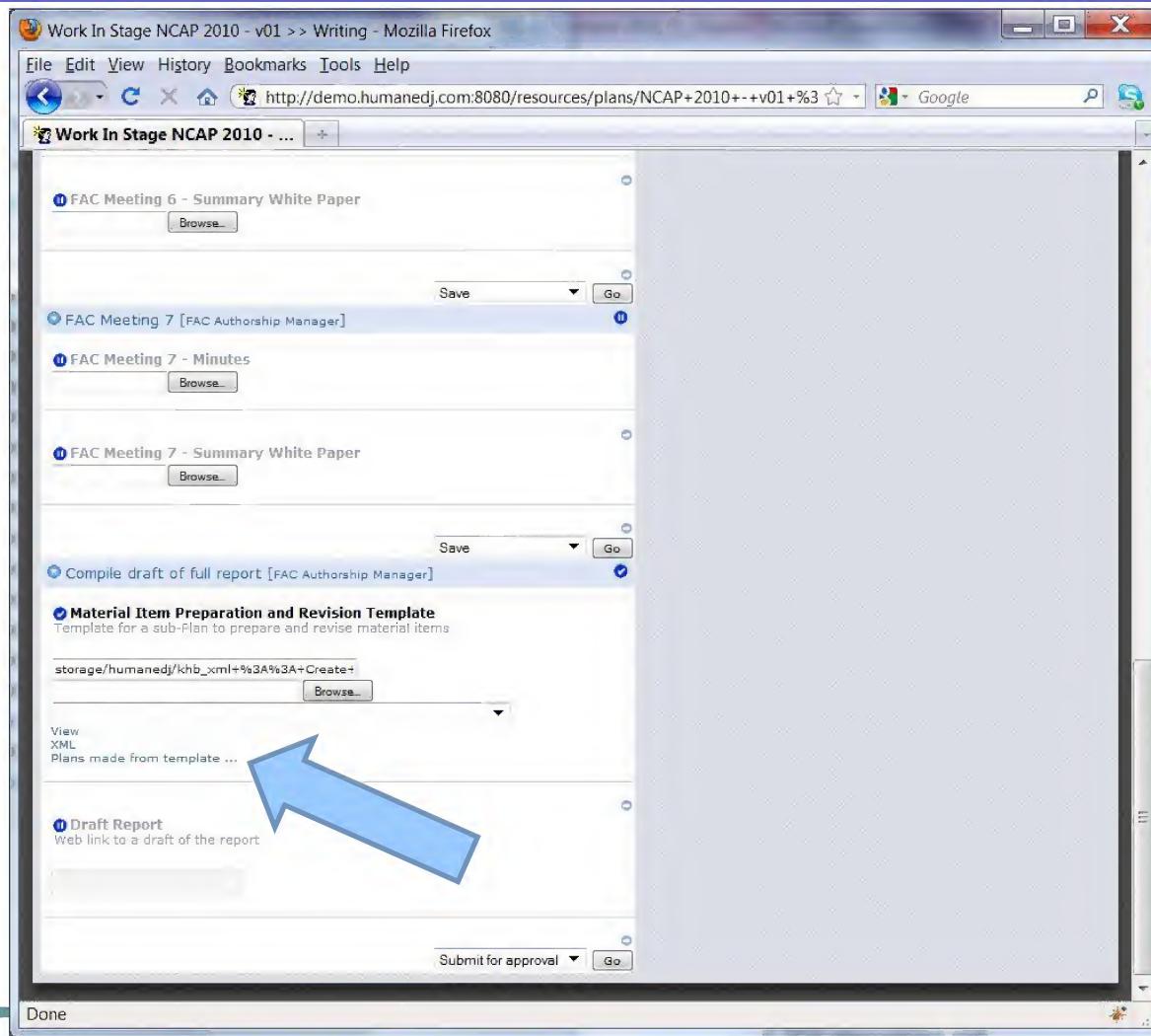
# Fine-grained forecasting - explanation



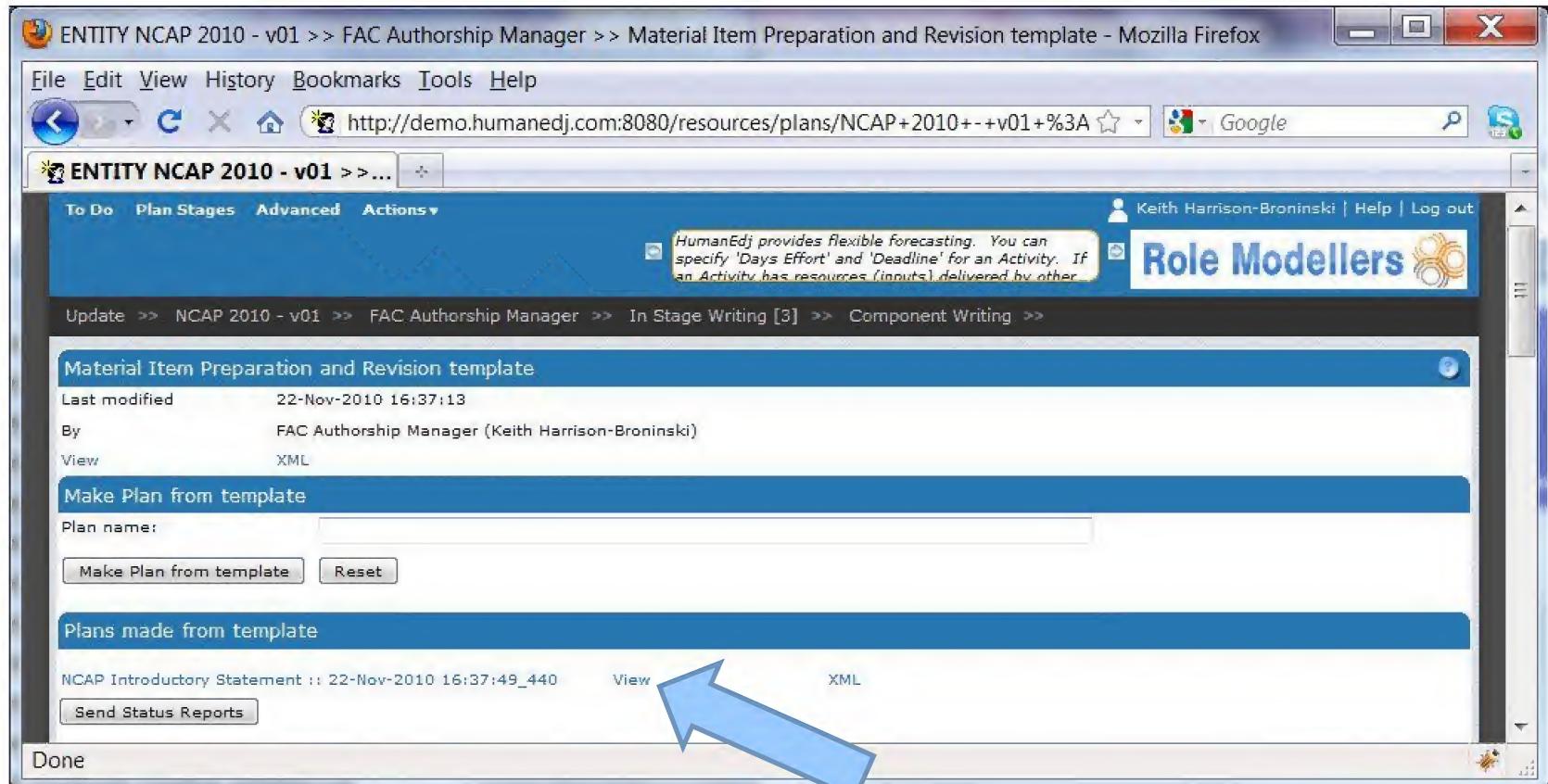
# Sub-plans in HumanEdj - 1 of 4



# Sub-plans in HumanEdj - 2 of 4



# Sub-plans in HumanEdj - 3 of 4



ENTITY NCAP 2010 - v01 >> FAC Authorship Manager >> Material Item Preparation and Revision template - Mozilla Firefox

File Edit View History Bookmarks Tools Help

http://demo.humanedj.com:8080/resources/plans/NCAP+2010+-+v01+%3A

Keith Harrison-Broninski | Help | Log out

ENTITY NCAP 2010 - v01 >>...

To Do Plan Stages Advanced Actions

HumanEdj provides flexible forecasting. You can specify 'Days Effort' and 'Deadline' for an Activity. If an Activity has resources (inputs) delivered by other...

Role Modellers

Update >> NCAP 2010 - v01 >> FAC Authorship Manager >> In Stage Writing [3] >> Component Writing >>

Material Item Preparation and Revision template

Last modified 22-Nov-2010 16:37:13

By FAC Authorship Manager (Keith Harrison-Broninski)

View XML

Make Plan from template

Plan name:

Make Plan from template Reset

Plans made from template

NCAP Introductory Statement :: 22-Nov-2010 16:37:49\_440 View XML

Send Status Reports

Done

# Sub-plans in HumanEdj - 4 of 4

The screenshot shows a web browser window for 'Plan Overview >> NCAP Introductory Statement - Mozilla Firefox'. The URL is <http://demo.humanedj.com:8080/resources/plans/NCAP+Introductory+Stat>. The page title is 'Plan Overview >> NCAP Intr...'. The top menu includes File, Edit, View, History, Bookmarks, Tools, and Help. The toolbar includes Back, Forward, Stop, Home, and a search bar with 'Google'. The main content area is titled 'NCAP Introductory Statement' and shows a table with columns: Stage, Role, Activities, and Messages. The 'Stage' column lists '1. Prepare Material Item'. The 'Role' column shows 'FAC Authorship Manager' (Keith Harrison-Broninski) and 'FAC Author' (Jatin Keek). The 'Activities' column contains two sections: 'Specify Material Item' (0 days margin, expected 23-Nov-2010) and 'Create and Edit Material Item' (0 days margin, expected 23-Nov-2010). A tooltip message in the top right corner says: 'You can send messages in any Stage that your Role belongs to if you have no Activities in the Stage, click on an Activity in the Stage belonging to another'. The 'Messages' column is currently empty. The bottom of the window has a 'Done' button.

# Still not quite enough ...

- Which processes go where in the stack?
- Just about every software product claims support for “tasks”
- How is *work itself* distributed across the stack?



# Moving down the stack

<b>How to Work</b>		<b>How to Learn (Research)</b>	<b>Work and Workers</b>	<b>Conversations</b>	<b>Levels of Control</b>
<b>R</b> - Research <b>E</b> - Evaluate <b>A</b> - Analyze <b>C</b> - Constrain <b>T</b> - Task		<b>A</b> - Access <b>I</b> - Identify <b>M</b> - Memorize	<b>Human Driven Work</b> or Mechanistic Work  <b>Interaction Worker</b> or Independent Worker	<b>For Possibility</b> Do we want to work together?  <b>For Disclosure</b> On what basis?  <b>For Action</b> Request/Promise Offer/Accept Report/Acknowledge	<b>Strategic</b> External to work process Overall sponsor Defines key deliverables/metrics  <b>Executive</b> External to work process Accountable/informed /consulted Refines deliverables Defines key Roles/Interactions /Activities
<b>Users</b>  Identity Physical Location Virtual Location Relationships User Type Capabilities (knowledge and experience) Organizational Authority Characteristics	<b>User Characteristics</b>  <b>Action</b> Shaper Implementer Finisher  <b>People</b> Coordinator Teamworker Investigator  <b>Cerebral</b> Plant Evaluator Specialist  <b>Leader</b> Manager Executive Strategist	<b>Activities</b>  Units of work Include one or more Tasks  Atomic Transactional: Failure of any Task => undo of all Tasks	<b>Roles</b>  Goals Responsibilities Intents and Agreements Information (private) References to other Roles Capabilities (power and permissions) Process Authority  <b>Interactions</b>  Asynchronous Exchange of Information Exchange of Intent (Speech Acts)	<b>Speech Acts</b>  Intended Manner (aka Illocutionary Force) Assertive Directive Commissive (Promise, Intention) Expressive Narrative Influence Effect (aka Perlocutionary Force)	<b>Management</b> Internal to work process Responsible Refines initial process Facilitates/monitors process and its evolution  <b>Resources</b>  Offline / online Information within Role Atomic – digital Shared by Role

Full  
HIM  
Model

Integration point  
between HIMS  
and ACM/BPMS

# Support HIMS Activities with business rules

- For example, using “Adaptive Case Management”
- Business rules provide choice of Tasks
- Knowledge worker selects
  - Tasks to use
  - Order of Task execution

# Automate HIMS Activities with a BPMS

- Orchestrate Web services
  - To implement routine processes
- With no human intervention
  - “Straight-through” BPM processes
- With limited human intervention
  - “Human-centric” BPM processes
  - Data entry (e.g., financial data)
  - Decision points (e.g., document approval)

# At the top, put Big Processes

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- **Overarching**
  - Help managers improve productivity
- **Underpinning**
  - Help IT become more flexible
- **Connecting**
  - Help build partnerships inside and across organizations
- **Remembering**
  - Help organizations improve operations

# 1 of 4: Overarching processes

- Bring order to chaos
  - In highly collaborative and pressurized conditions
  - Rework typically leads to wasted effort and repeated frustration
- Newsroom platform
  - HIMS for content creation
  - BPMS for transcoding and distribution
- Productivity improved four-fold
  - Example of **Management Control**
  - Use GOOD for higher-level control via a HIMS

## 2 of 4: Underpinning processes

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- Large-scale dynamic processes require **utility IT**
  - Flowcharts too technical
  - Rules too complex
- Customer service planning
  - Huge process across multiple departments
  - No integration needed
  - Under 2 hours to implement in HumanEdj

# 3 of 4: Connecting processes

- Key enterprise processes cross boundaries
  - Participants may use different servers
  - Participants may have different software
- New project proposal
  - HIMS for collaboration
  - ECM for document storage
- Subsequently extended
  - To all human resource sharing
  - Back to idea origination
  - Forward to project execution with partners

# 4 of 4: Remembering processes

- Need to improve knowledge work
  - Not just routine work
  - Lean and Six Sigma not enough
- Patient treatment in healthcare
  - HIMS to let patients manage own cases
  - ACM for decision support
  - Business Intelligence to analyse past cases
- Improvement is itself a Big Process

# Benefits of HIMS for Big Processes

- **Quadruple productivity**
- **Build dynamic infrastructure**
- **Make effective partner relationships**
- **Continually improve knowledge work**

More information:

<http://bit.ly/him-theory>

<http://bit.ly/good-methodology>

<http://bit.ly/hims-technology>

<http://bit.ly/humanedj-case-studies>

<http://bit.ly/humanedj-introduction>